
Long-Range Workforce Planning

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1.0 Purpose

This procedure defines the recurring process for making strategic decisions about the size, organization, composition, capabilities, and disposition of the region's workforce to meet anticipated long-range workload demands. The purpose of the long-range workforce planning process is to maintain a capable workforce that is prepared to meet the demands of the anticipated future workload. The process assesses the workforce to workload balance for five years out. As needed the process initiates actions to address imbalances and other long range workforce issues. The goals of the long-range workforce planning process are to ensure future mission accomplishment, maintain technical competencies, and avoid adverse personnel actions.

2.0 Applicability

This is a regional process and applies to all regional governing bodies, districts, and functional boards.

3.0 References

USACE ER 5-1-13, Policy on Regional Business Centers (RBCs),

Great Lakes and Ohio River Division's Regional Strategic Business Plan

4.0 Related Procedures

Short-Range Workforce Planning

Human Capital Planning

Regional Command Operating Budget Development

5.0 Responsibilities

5.1 Regional Command Council (RCC). The RCC is the guiding corporate body for the division. The RCC's primary responsibility is making decisions about the long-term composition, disposition, or capabilities of the region's workforce.

5.2 Regional Management Board (RMB). The RMB is the responsible governing body for workforce planning, including the long-range workforce planning process. The RMB makes long-range workforce recommendations to the RCC in order to balance regional workload with the workforce. The RMB directs studies, investigations, and other actions of the functional boards to support long range workforce planning.

5.3 LRD Staff Division Chiefs/Functional Board (FB) Chairs. Functional Board chairs advise the RMB and RCC about their associated functional area workforce, workload, work sharing activities, and workforce initiatives. At the direction of the RMB they lead studies and the development of strategies and action plans to address workforce issues. They monitor the technical competencies of their functional areas' workforce in order to assist regional leaders with maintaining the right capabilities to accomplish the future workload. In accordance with their charter they lead professional development and training programs, process improvement efforts, and other directed initiatives.

5.4 Director of Regional Business. The Director of Regional Business (DRB) is the workforce planning process owner and provides overall direction for executing the process. The Director serves as chair for the RMB.

5.5 Chief, Business Management Division (BMD). The Chief serves as the executive director for the long range workforce process. He is responsible for planning, preparation, conduct, and recording of all workforce planning meetings. He monitors and provides staff oversight for the preparation and presentation of strategies, action plans, and recommendations by functional board leaders.

5.6 Chief, Civil Works (CW) Integration Division. Working with district DPMs, he is overall responsible for coordinating and maintaining the regional workload projections. Business line managers assist him with this responsibility. He ensures workload projections and income distributions are prepared on time to support the workforce planning process. He maintains the Income Projection Worksheets.

6.0 Definitions

6.1 Income Projection Worksheets. These spreadsheet documents are used to project district workload as well as distribute income to contracts, other Corps organizations, and district direct charge organizations (engineering, planning, operations, etc.). Under the guidance of the Chief,

CW Integration Division, districts project workload for the next five years. All income projections are updated every year during the long-range workforce planning process. The Current Year (CY) and next fiscal year (CY+1) are updated periodically during the year as part of the short-range workforce planning process. The worksheets are also used to support the Development of the Regional Command Operating Budget (RCOB) Process and mid-year review of the RCOB.

6.2 District Long-Range Assessment Briefings. These PowerPoint presentations are used to record and present each district's and functional board's assessments. Under the guidance of the Chief, BMD, districts and functional boards present their assessments to support the long-range workforce planning process.

6.3 Regional Long-Range Assessment Briefing. These PowerPoint presentations are used to record and present functional board assessments as well as a regional overview of income and trends. Under the guidance of the Chief, BMD, functional boards present their assessments to support the long-range workforce planning process.

7.0 Procedure

The long range workforce planning process is an annual series of events and activities conducted by the RMB, RCC and functional boards during the budget/programming cycle. Long range planning is conducted from September to January. The development and implementation of strategies and actions plans occur afterwards. Figure 1. shows the process and its relationship to the budget/programming cycle.

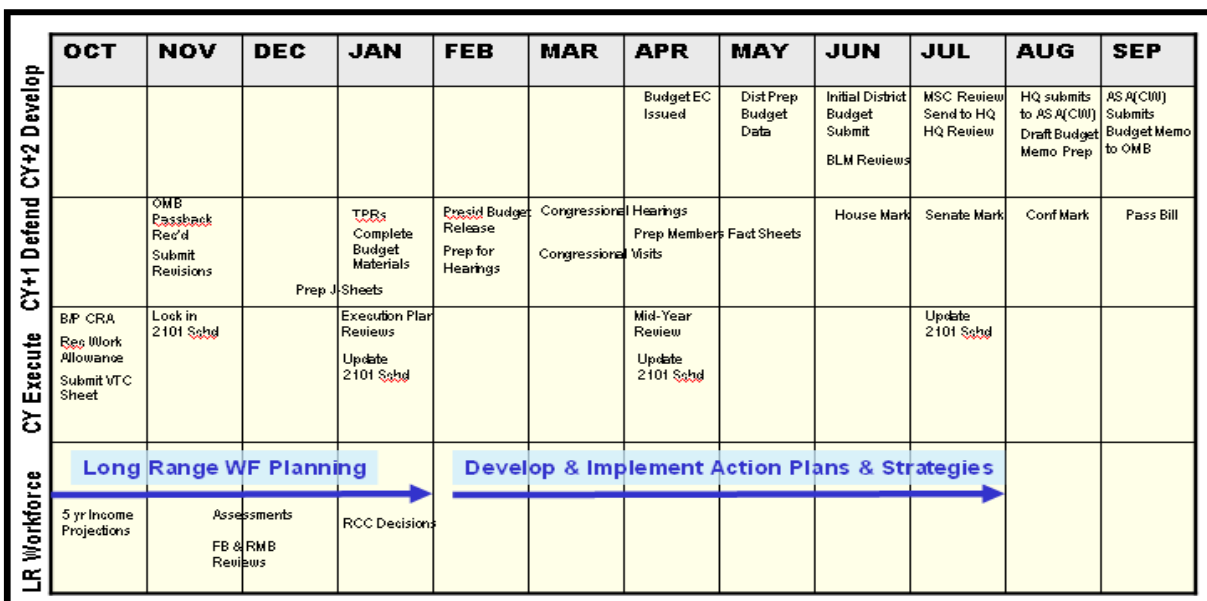


Figure 1. Annual Workforce Planning Process.

The following process steps are associated with process (See Figure 2).

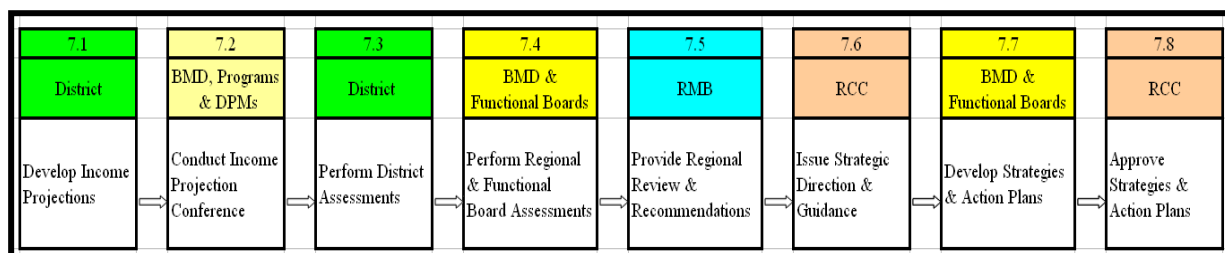


Figure 2. Process Steps.

7.1 Develop Income Projections. In mid-August the Chief, BMD, in conjunction with the Chief of CW integration, issues instructions for conducting the long-range workforce planning assessment to districts and functional boards. The assessment instructions include a timeline, income projection guidance, income assumptions, and guidance for any special issues. The instructions require districts, functional boards, and the Chief, CW Integration to provide specific products to support the assessment. Table 1 below shows the required products.

	Products
Districts (DPMs)	1. Income Projection Worksheets for the next five fiscal years specified in Assessment Instructions (Step 7.1) 2. District's Long-Range Assessment Briefing (Step 7.3)
Functional Boards	Functional Board Assessment slides in the Regional Long-Range Assessment Briefing (Step 7.7)
Chief, CW Integration	Workload slides in the Regional Long-Range Assessment Briefing (Step 7.4)

Table 1. Assessment Products

Under the direction of their DPMs, districts update their income projections for the next five fiscal years directed in the assessment instructions. Districts forward updated Workload Projections Worksheets to the Chief, CW Integration Division.

7.2 Conduct Income Projection Conference. Districts provide the Chief, CW Integration Division their five years of income projections in accordance with the assessment instructions. Under his direction, the CW division and business line managers review the districts' workload projection worksheets to ensure realistic projections. In mid-September, the division holds an income projection conference. Attendees at the two-day conference are LRD Director of Programs, LRD Director of Regional Business, Chief BMD, Chief CW Integration Division, all DPMs, and business line managers. The objectives of the conference include:

- Review and validate all income projections.
- Review and validate assumptions used in the income projections.
- Develop planning guidance for future AE contracting percentages.

- Develop planning guidance for workload to retain “in-house” in order to maintain technical competencies.
- Identify workload trends such as high demand, emerging, high uncertainty, or declining funding trends.

Upon completion of the conference the Chief CW Integration Division forwards the validated income worksheets and planning guidance to all DPMs, functional board leaders, Chief BMD, Director of Regional Business, and Director of Programs. In coordination with the Chief, BMD, he identifies any projects, programs or funding sources that indicate significant variances that could adversely affect mission accomplishment or workforce affordability.

7.3 Perform District Assessments. Under the direction of their DPMs, districts assess effects of the workload projections on their workforce as well as the ability of their workforce to accomplish the projected workload. Districts continue to use the Workload Projection Worksheets in the assessment by distributing the projected income to contracts, other Corps districts, and their own direct charge organizations (i.e. planning, project management, engineering, construction, etc). By distributing the income districts are able to assess the affordability of their subordinate divisions and branches as well as identify shortfalls or excesses in various skill sets (i.e. structural engineers, rangers, etc). Districts record their assessments on the “District Long-Range Assessment” briefing. This PowerPoint slide presentation contains a standard format for districts to display their assessments and highlight potential issues. Districts forward their assessments (PowerPoint briefing and worksheets) to the Chief, BMD in accordance with the issued timeline.

7.4 Perform Functional Board and Regional Assessment. The Chief, BMD consolidates the district briefings into to a regional workforce assessment presentation. He forwards the consolidated materials to the functional board leaders. The region’s functional boards review the consolidated briefings and income projection worksheets in order to provide a functional area assessment. They also analyze their functional area workforce in order to provide an assessment about the impacts of the workload on the ability of their functional area workforce to accomplish the anticipated workload and maintain technical competencies. The functional area assessments are recorded on designated slides provided in the “Regional Assessment” presentation. At a minimum the following functional boards provide an assessment: project and program management, engineer and construction, planning, real estate, contracting, operations, regulatory, water management, and emergency management. General and Administrative (G&A) offices and/or functional boards will report the assessments through the Deputy Division Commander.

7.5 Provide Regional Review and Recommendations. The RMB reviews the long range assessments in order to develop recommendations for the RCC. The RMB meeting normally occurs in November. Typical agenda includes:

- Opening Remarks by Senior Leaders
- Regional Workload Overview (Chief, Civil Works Integration)
- District Assessments (DPMs)
- Functional Area Assessments (Functional Board Leaders)
- Development of Recommendations for the RCC (All)
- Review of Outstanding Issues and Follow-Up Actions (Chief, BMD)

7.6 Issue Strategic Direction and Guidance. The RCC reviews the long range assessments and the RMB's recommendations. The division commander and RCC determine the future direction of the division based on the income projections, district assessments, and RMB recommendations. Based on the assessments and recommendations the council identifies any issues that require further regional action to resolve. The RCC issues guidance for the development of strategies and action plans to address these issues. The RMB is responsible for developing these strategies and action plans.

7.7 Develop Strategies and Action Plans. Under the direction of the RMB, functional board leaders and other designated team members develop long range strategies and action plans to address workforce issues identified by the RCC. They conduct a detailed analysis of the issue, its causes and potential impacts on the workforce. They develop and analyze a wide range of courses of action to address the issue. The team(s) briefs their analysis and recommendations to the RMB. Once accepted the RMB forwards the decision to the RCC.

7.8 Approve Strategies and Action Plans. Once approved by the RMB the RCC approves the implementation of recommended action plans.

8.0 Records

The BMD is responsible for recording meeting minutes from the RMB and RCC meetings. The minutes are maintained on the LRD's Y drive under the Business Management Division subfolder. The BMD also coordinates and/or prepares all directives necessary to implement RMB or RCC decisions. The Chief, Civil Works Integration Division is responsible for maintaining all workload projections for 10 years.
